

Rodney A. Hayward, M.D.
Professor of Internal Medicine & Public Health
6312 Medical Science Bldg. I, Box 5604
Ann Arbor, MI 48109
(734) 647-4844
rhayward@umich.edu

Education and Training

	Norte Del Rio High School, Sacramento, California
June 1978	University of California–Berkeley, AB
June 1983	University of California–San Diego, MD
September 1986 – June 1988	University of California–Los Angeles School of Public Health
1987-1988	RAND Corporation Health Services Research Postgraduate Seminars
June 1983 – June 1984	Primary Care Internal Medicine Program Internship, University of California–Los Angeles Center for the Health Sciences
June 1984 – June 1986	Primary Care Internal Medicine Program Residency, University of California–Los Angeles Center for the Health Sciences
June 1986 – June 1988	Robert Wood Johnson Clinical Scholars Program Fellowship, University of California–Los Angeles Center for the Health Sciences

Certification and Licensure

Medical Licensure: California, 1984
Michigan, 1988
Board Certification: Internal Medicine, 1986

Academic Appointments

July 1988 – September 1990	Instructor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
----------------------------	---

July 1988 – September 1990	Lecturer, Department of Health Services Management and Policy, School of Public Health, University of Michigan
September 1990 – September 1994	Assistant Professor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
September 1990 – September 1994	Assistant Professor, Department of Health Services Management and Policy, School of Public Health, University of Michigan
September 1994 – September 1999	Associate Professor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
September 1994 – September 1999	Associate Professor, Department of Health Services Management and Policy, School of Public Health, University of Michigan
September 1992 – September 2004	Associate Division Chief, Division of General Medicine, Department of Internal Medicine, University of Michigan
January 1996 - present	Director, VA Center for Practice Management and Outcomes Research, Ann Arbor VA Health Services Research and Development Field Program
September 1999 - present	Professor, Division of General Medicine, Department of Medicine, School of Medicine, University of Michigan
September 1999 - present	Professor, Department of Health Management and Policy, School of Public Health, University of Michigan

Research Interests

My current and past work includes studies examining: measurement of quality, costs and health status; environmental and educational factors affecting physician practice patterns; and, statistical and epidemiological nuances in the interpretation of clinical trials and in the development of clinical practice guidelines. An overarching theme of this work focuses on encouraging improvements in healthcare quality and efficiency through a more complete understanding of

treatment effect heterogeneity and more sophisticated performance measures and market incentives.

Grant Support

Active

DK20572-21 (R. Hayward) Robert Wood Johnson Foundation Clinical Scholars Program	11/1/2003 – 9/30/2015 \$200,000 20% (PI)
VA CSP #465 FS (R. Hayward) VA Diabetes Trial Follow-up Study VA Cooperative Studies	7/1/2008 – 6/30/2012 \$139,449 (annual) 15% effort (PI)
HFP 83-014 (Eve Kerr) Department of Veterans Affairs HSR&D Center for Clinical Management Research Ann Arbor VA Medical Center Role: Co-Director	10/01/01–09/30/12 \$700,000 (FY 09) 15% effort (Co- PI)
VA DIB 98-001 (E. Kerr) Quality Enhancement Research Initiative - Diabetes Mellites (QUERI-DM) VA HSR&D	10/1/2008 – 9/30/2012 \$300,000 (FY 2009) 5% effort (Sr Scientific Advisor)
IIR 04-239-1 (Heisler/Piette) Department of Veterans Affairs HSR&D Telephone Peer Support for Insulin Management Role: Co-Investigator	4/1/2006-3/31/2010 10% contributed \$217,390 (first yr)
351118 (P.Lantz) Robert Wood Johnson Foundation – Scholars in Health Policy Research Program, School of Public Health	8/1/2003 - 7/31/2013 \$9,610 5% (Core Faculty)
R01 CA106773 (PI: S Vijan) National Institutes of Health, National Cancer Institute Role: Co-Investigator	08/16/06 – 07/31/10
DK20572-31 (PI: WH Herman) NIH/NIDDK Michigan Diabetes Research and Training Center Role: Director, Measurement Core	12/01/02 - 11/30/12

Honors and Awards

1974	California State Scholar
1976	Mary Phleger Memorial Award
1976	University of California Regent Scholar
1978	Phi Beta Kappa, University of California–Berkeley
1982	A. Baird Hastings Society, University of California–San Diego, Medical School
1986	Solomon Scholars Award for Outstanding Research by a Medical Resident, University of California–Los Angeles Department of Medicine
1986	Robert Wood Johnson Clinical Scholar
1990, 1992	Award for Innovative Programs in Internal Medicine Education, Association of Program Directors in Internal Medicine
1993	Special Recognition for Contributions to the House Staff Teaching Program, University of Michigan, Department of Internal Medicine
1993-1994	H. Marvin Pollard Award for Outstanding Resident Teaching, University of Michigan
1994	American College of Healthcare Executives' Special Commendation for research article of exceptional merit.
1995	Outstanding Investigator Award, Midwest American Federation for Clinical Research.
2000	Alpha Chapter Honorary Award, Alpha Omega Alpha Honor Medical Society
2005	Under Secretary's Award for Outstanding Achievement in Health Services Research
2005	Deans Award for Achievement in Clinical Research, University of Michigan Medical School

Memberships and Offices in Professional Societies

1984-	American College of Physicians
1991-	Central Society for Clinical Research
1985-	Society of General Internal Medicine

Professional Development

1988-	Attending, General Medicine Clinic
1988-1993	Attending, General Medicine Consultation Service
1988-	Lecturer, Resident Conferences, Department of Internal Medicine

1988-	Attending, General Medicine Wards
1988-	Instructor/Facilitator, General Medicine Fellow's Seminar on Critical Assessment of the Medical Literature
1989-1991	Lecturer, Introduction to Clinical Sciences, Clinical Case Conferences, Medical School
1990	Instructor, Introduction to Health Services Research, MS-4 elective/independent study, Medical School
1990	The U.S. Health Care System: Crisis and Evolution, Grand Rounds, Department of Internal Medicine, 7/20/90
1991	Options for National Health Programs, Seventh Annual Neil Staebler Symposium: Ensuring America's Health in the 1990s, 2/7/91
1991	Issues in Health Care Organization and Financing, Medical Scientist Track Retreat, Medical School, Higgins Lake, MI, 8/10/91
1991-	Morning Report & Internal Report, Department of Internal Medicine, Medical School
1991-1996	Chief Medicine Rounds, Department of Internal Medicine, Medical School
1991-1995	Intern's Case Conference, Department of Internal Medicine, Medical School
1991-1996	Panelist, Inteflex Medical Student Seminar Series on Issues in Health Care, Medical School
1992	Health Care Reform, Department of Sociology Lecture Series
1992	Quality and Utilization Review: Are the Watchdogs Barking up the Wrong Tree? Grand Rounds, Department of Internal Medicine, 5/18/92
1992-1995	Medical Student Subinternship Morning Report, Department of Internal Medicine, Medical School
1992-1995	Lecturer, M1 Introduction to the Patient, Health Services Organization and Financing, Medical School
1993	Ambulatory Care of HIV-Infected Patients, Advances in Internal Medicine, Continuing Medical Education Program, 4/27/93
1993	Controversies in the Care of Type 2 Diabetes, Grand Rounds, Department of Internal Medicine, Medical School, 11/1/93.
1993-	Lecturer/Panelist, Medicine and Law, Law School
1993-1994	Facilitator, M1 Ethics Orientation, Medical School
1993-1996	Faculty, M3 Comprehensive Clinical Assessment, Medical School
1993-2000	Coordinator/Lecturer, M2 Curriculum of Critical Appraisal of the Medical Literature and Medical Decision Making, Medical School

- 1993- Faculty, Health Management and Policy (HMP) Course 612, School of Public Health
- 1993- Core Faculty and Associate Director, Robert Wood Johnson Clinical Scholars Program
- 1994-1996 Facilitator/Lecturer, M2 Introduction to the Patient, Quality Improvement and Health-Care Economics
- 1994- Faculty, Component III Seminars in Medicine
- 1994-1996 Guest Lecturer, Hewlett Medicine Tuesday Morning Conferences, University of Michigan, Dept. of Medicine
- 1995-1998 Mentor, VA HSR&D Career Development Award, Awardee - Timothy Hofer, MD "Evaluating Indicators of Quality and Efficiency of Health Care"
- 1995-1997 Mentor, Picker-Commonwealth Scholars Program, Awardee-Susan Goold, MD "Valid Consent in Managed Care "
- 1996-1996 Facilitator, Hewlett Medicine Teaching Rounds, Department of Medicine
- 1996 Hypoglycemic Therapy for Diabetes: Costs, Effectiveness & Policy, Grand Rounds, Department of Medicine
- 1998-2004 Mentor, VA HSR&D Career Development Award, Awardee - Eve Kerr, MD, "Influence of Managed Care Strategies on Quality of Care".
- 2004- Mentor, VA HSR&D Career Development Award, Awardee – Michele Heisler, MD, "Understanding and Strengthening Patient-Health Care Provider Partnerships to Enhance Patients' Chronic Disease Management".
- 2003-2005 Mentor, NIH K12 CDA - Brahmajee Nallamothu, MD, "Optimizing the Use of Coronary Revascularization in High-Risk Patients"
- 2001-2006 Mentor, K23 CDA – Philip Scohenfeld, MD, "Colon Polyp Screening with Colonoscopy in Women"
- 2005-2010 Mentor, K23 CDA – Tricia Tang, PhD, "Empowerment and self-care for chronic illness"
- 2008-2013 Mentor, K08 CDA – Theodore J. Iwashyna, MD, PhD, "The structure and outcomes of critical care transfer networks"

Editorial Positions, Boards, and Peer-Review Service

- 1988- Journal of the American Medical Association
- 1988- Journal of General Internal Medicine

1988-	Medical Care
1990-	Annals of Internal Medicine
1996-	New England Journal of Medicine
2000-	Health Services Research
1992-1995	Agency for Health Care Policy and Research (AHCPR), review of small grants and PhD dissertation grants, site visitor
2001-2002	Member of VA HSR&D Letter of Intent (LOI) Review Committee
2001-2006	Study Section, VA HSRD Center Grant Review Committee
2001-2007	Study Section, VA Research Enhancement Award Program
2008-2009	Doris Duke Foundation Clinical Scientist Award Study Section.
2008-2009	Guest Editor, Special Community-based Participatory Research issue of the American Journal of Preventive Medicine.

Mentor of resident research projects

1988-1989	Noe Mateo, "The Utility of Laboratory Tests in the Diagnosis and Management of Bacterial Meningitis"
1989-1990	Kaveh Safavi, "Factors Affecting Physician Choices of Commonly Prescribed Drugs in a University Hospital"
1989-1990	Kenath Shamir, "Cardiac Catheterization and Vascular Access Complications" (with Eric Topol, David Muller, Brent Williams)
1989-1990	David White, "Syncope: An Overview and the Utility of Carotid Doppler"
1989-1990	Keith Wilkinson, "Elderly Delirium and Lumbar Punctures: What's the Point?"
1990-1991	Ilyas Iliya, "Hospital-Acquired Renal Insufficiency"
1990-1991	Anne Meneghetti, "Send it for Everything: The U of M Approach to Spinal Fluid" (with Robert Fekety)
1990-1991	Fred Taweel, "Residency Training in the Department of Medicine at U of M: A Survey"
1991-1992	Sean Kesterson, "University of Michigan Respiratory Therapist Survey" (with Susan Blitz)
1992-1993	D. Doug Schram, "Acute Renal Failure at U of M Hospital" Robert Holmes, "Management of Serum Potassium"
1993-1994	Eddward Post, "Inpatient Mortality Rates and Quality of Care"
1995-1996	Nick Sartor "Physician's Choices of Hypertensive Agents"
1996-1997	Michelle Azimov "Implementation of Sinusitis Guidelines" Erica Hwang "Colonoscopy as a Screening Test"
1997-1998	Thomas Stinchcomb "Why are some type 2 diabetics in such poor control?"

1998-1999	Matthew Goetz “Glycemic control in type 2 diabetes”
1999-2000	Veda Giri “Causes of Suboptimal timing of retinal photocoagulation” Michelle Heisler “Do sicker Medicaid HMO patients select primary care providers at an academic referral center?”
2000-2001	Ankush Chhabra, “Classifying Hospital Errors”
2001-2002	Adam Tremblay, “Reporting of Subgroup Analyses in Clinical Trials” Jessica Schill, “Osteoporosis Screening and Treatment”
2004-2005	Robert Chang, “The Epidemiological Evidence for LDL-Lowering below 120mg/dl”
2006-2007	Donna Zulman, “Rose Revisited”

Teaching

1988-	Attending, General Medicine Clinic
1988-1993	Attending, General Medicine Consultation Service
1988-	Lecturer, Resident Conferences, Department of Internal Medicine
1988-2004	Attending, General Medicine Wards
1988-	Instructor/Facilitator, General Medicine Fellow's Seminar on Critical Assessment of the Medical Literature
1989-1991	Lecturer, Introduction to Clinical Sciences, Clinical Case Conferences, Medical School
1990	Instructor, Introduction to Health Services Research, MS-4 elective/independent study, Medical School
1990	The U.S. Health Care System: Crisis and Evolution, Grand Rounds, Department of Internal Medicine, 7/20/90
1991	Options for National Health Programs, Seventh Annual Neil Staebler Symposium: Ensuring America's Health in the 1990s, 2/7/91
1991	Issues in Health Care Organization and Financing, Medical Scientist Track Retreat, Medical School, Higgins Lake, MI, 8/10/91
1991-	Morning Report & Internal Report, Department of Internal Medicine, Medical School
1991-1996	Chief Medicine Rounds, Department of Internal Medicine, Medical School
1991-1995	Intern's Case Conference, Department of Internal Medicine, Medical School

1991-1996	Panelist, Inteflex Medical Student Seminar Series on Issues in Health Care, Medical School
1992	Health Care Reform, Department of Sociology Lecture Series
1992	Quality and Utilization Review: Are the Watchdogs Barking up the Wrong Tree? Grand Rounds, Department of Internal Medicine, 5/18/92
1992-1995	Medical Student Subinternship Morning Report, Department of Internal Medicine, Medical School
1992-1995	Lecturer, M1 Introduction to the Patient, Health Services Organization and Financing, Medical School
1993	Ambulatory Care of HIV-Infected Patients, Advances in Internal Medicine, Continuing Medical Education Program, 4/27/93
1993	Controversies in the Care of Type 2 Diabetes, Grand Rounds, Department of Internal Medicine, Medical School, 11/1/93.
1993-	Lecturer/Panelist, Medicine and Law, Law School
1993-1994	Facilitator, M1 Ethics Orientation, Medical School
1993-1996	Faculty, M3 Comprehensive Clinical Assessment, Medical School
1993-2000	Coordinator/Lecturer, M2 Curriculum of Critical Appraisal of the Medical Literature and Medical Decision Making, Medical School
1993-	Faculty, Health Management and Policy (HMP) Course 612, School of Public Health
1993-	Core Faculty, Robert Wood Johnson Clinical Scholars Program
1994-1996	Facilitator/Lecturer, M2 Introduction to the Patient, Quality Improvement and Health-Care Economics
1994-2000	Faculty, Component III Seminars in Medicine
1994-1996	Guest Lecturer, Hewlett Medicine Tuesday Morning Conferences, University of Michigan, Dept. of Medicine
1995-1998	Mentor, VA HSR&D Career Development Award, Awardee - Timothy Hofer,MD "Evaluating Indicators of Quality and Efficiency of Health Care "
1995-1997	Mentor, Picker-Commonwealth Scholars Program, Awardee-Susan Goold, MD "Valid Consent in Managed Care "
1996-1996	Facilitator, Hewlett Medicine Teaching Rounds, Department of Medicine
1996	Hypoglycemic Therapy for Diabetes: Costs, Effectiveness & Policy, Grand Rounds, Department of Medicine
1998-2004	Mentor, VA HSR&D Career Development Award, Awardee - Eve Kerr, MD, "Influence of Managed Care Strategies on Quality of Care".

- 2004-2008 Mentor, VA HSR&D Career Development Award, Awardee – Michele Heisler, MD, “Understanding and Strengthening Patient-Health Care Provider Partnerships to Enhance Patients’ Chronic Disease Management”.
- 2003-2005 Mentor, NIH K12 Award, Awardee - Brahmajee Nallamotheu, MD, “Optimizing the Use of Coronary Revascularization in High-Risk Patients” (David Schteingart, PI)
- 2001-2006 Mentor, K23 Career Development Award, Awardee – Philip Scohenfeld, MD, “Colon Polyp Screening with Colonoscopy in Women”

COMMUNITY SERVICE

- 1985-1988 Volunteer Physician, Venice Family Clinic, Santa Monica, California
- 1989-1991 Volunteer, Ann Arbor Shelter Program, Ann Arbor, Michigan
- 1992-2005 Volunteer Physician, Shelter Association of Ann Arbor Health Clinic, Ann Arbor, Michigan
- 2006- Volunteer Physician, Hope Clinic, Ypsilanti, Michigan

Committee and Administrative Service

- 1991-1993 Society of General Internal Medicine Midwest Regional Council
- 1992-1996 Data Monitoring Board for Cooperative Study in Health Services, Department of Veterans Affairs
- 1992-1994 Office of Technology Assessment Advisory Panel on the Use of Medical Technology and Defensive Medicine, U.S. Congress
- 1994 Planning Committee for CSCR/MSPR/SGIM/AFRC Regional Meeting
- 1988-1989 Advances in Internal Medicine Planning Committee, Department of Internal Medicine
- 1988-1989 Integrated Inpatient Management Model Operational Quality Review Committee, University Hospitals
- 1989-1991 Dissertation Committee, David Chinsky, PhD candidate, School of Public Health
- 1990-1998 General Medicine Faculty Recruitment Committee; Affirmative Action Representative
- 1990-1992 Peer-Reviewer, Office of the Vice President for Research, Discretionary Funds Program
- 1991-1995 Clinical Quality Improvement Lead Team, University Hospitals

1991-1993	Dissertation Committee, Richard Homan, PhD candidate, School of Public Health
1992-1998	Co-director, NIH/AHCPR Fellowship Program in Health Services Research, Department of Internal Medicine
1992-1993	Task Force to provide recommendations to Curriculum Committee about undergraduate education in critical appraisal of the medical literature and clinical decision making, Medical School
1993-	Robert Wood Johnson Foundation Clinical Scholars Program Selection Committee, Department of Internal Medicine, Medical School
1994-1997	Member, Intern Selection Committee, Department of Internal Medicine, Medical School
1994-1997	Member, Research Advisory Panel, Department of Internal Medicine, Medical School
1994	Member, East Medical Campus Research Task Force
1994	Consultant, East Medical Campus Functional and Space Programming
1994-1996	Member, Utilization Management Steering Committee, University Hospitals
1995-1996	Member, Advisory Committee for the M-CARE Lifelong Program.
1995-1997	President, Midwest Society of General Internal Medicine.
1998	Committee on the Future of Health Services Research at the University of Michigan Medical School
1998	Internal Review Committee, Department of Internal Medicine.
1998-2005	Chair, Quality Enhancement Diabetes Initiative, Department of Veterans Affairs.
1998-1999	Committee on Preferred Organization of VHA Field Research Administration.
1998-2000	Planning and Executive Committee, VA Cooperative Study on "Glycemic Control and Complications in DM Type 2".
1999-2003	Performance Evaluation Committee, Department of Internal Medicine, University of Michigan
2001-2006	Study Section, VA Research Enhancement Award Program (REAP)
2001-2006	Study Section, VA Center of Excellence Awards
2001-2007	Promotions Advisory Committee, Department of Internal Medicine, University of Michigan
2001-2005	Technical Expert Panel, National Diabetes Alliance

2004	Search Committee for a new National Director of VA Health Services Research and Development (HSR&D)
2005-	Under Secretary's Award Selection Committee
2005	Expert Consultant, IOM Subcommittee on Pay-for-Performance
2006-09	VA National HSR&D Data Monitoring Committee, VA HSR&D Central Office
2006-2008	SGIM Representative, Ambulatory Quality Alliance
2006	Expert Consultant, Medicare Coverage Advisory Committee on Glucose Monitoring, CMS
2006-	Expert Consultant, Harvard National Health Accounts Initiative
2005-2009	VA HSR&D National Data Safety Monitoring Board
2008-	VA Quality & Patient Safety Advisory Committee
2008	NCQA Technical Expert Panel, Review of A1c quality measure

EXTRAMURAL INVITED PRESENTATIONS

Laboratory Testing on Cerebrospinal Fluid: A Reappraisal, American Federation for Clinical Research Western Section Meeting, Carmel, California, February 1986.

Laboratory Testing on Cerebrospinal Fluid: A Reappraisal, American Federation for Clinical Research National Meeting, Washington, DC, May 1986.

Who Gets Preventive Care? Results from a New National Survey, Society of General Internal Medicine National Meeting, San Diego, California, May 1987.

Who Gets Preventive Care? Results from a New National Survey, Robert Wood Johnson Clinical Scholars Program National Meeting, Scottsdale, Arizona, October 1987.

Inequities in Health Services Among Insured Americans: Do Working-Age Adults Have Less Access than the Elderly? Society of General Internal Medicine National Meeting, Washington, DC, April 1988.

Inequities in Health Services Among Insured Americans: Do Working-Age Adults Have Less Access than the Elderly? Robert Wood Johnson Clinical Scholars Program National Meeting, Miami Lakes, Florida, October 1988.

Presenting Regression Analysis Results. Midwestern Society of General Internal Medicine Meeting, November 12, 1988.

Is Having a Regular Source of Ambulatory Care a Valid Measure of Access to Health Services? American Federation for Clinical Research National Meeting, Washington, DC, April 1989.

Program Directors' Attitudes Towards Residents' Care of Patients with Acquired Immunodeficiency Syndrome, Society of General Internal Medicine National Meeting, Washington, DC, April 1989.

The Need for Better Measures of Access to Care, American Public Health Association 117th Annual Meeting, Chicago, Illinois, October 22, 1989.

Is Having a Regular Source of Ambulatory Care a Valid Measure of Access to Health Services? Robert Wood Johnson Clinical Scholars Program National Meeting, Fort Lauderdale, Florida, November 8, 1989.

Using a Hospital Information System to Monitor and Improve Quality of Care, National Health Policy Forum/John A. Hartford Foundation Workshop on Developing and Improving Health and HMO Quality, Washington, DC, November 15, 1989.

U.S. Residents' Experiences in the Care of AIDS Patients, Association of Program Directors in Internal Medicine Annual Spring Meeting, Chicago, Illinois, April 25, 1990.

Residents' Perspectives on Their Training in the Care of AIDS Patients, Society of General Internal Medicine 13th Annual Meeting, Arlington, Virginia, May 3, 1990.

Problems and Solutions in Survey Research. Society of General Internal Medicine 13th Annual Meeting, Arlington, VA, May 4, 1990.

Residents' Experiences In and Perceptions of the Care of AIDS Patients in the United States, American Federation for Clinical Research National Meeting, Washington, DC, May 6, 1990.

The U.S. Health Care System: Crisis and Evolution. Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI, July 20, 1990.

Options for National Health Programs. The 7th Annual Neil Staebler Symposium: Ensuring America's Health in the 1990s, February 7, 1991.

Choosing Between Apples and Apples: Physicians' Choices of Similar Prescription Drugs, poster presentation to the Society of General Internal Medicine 14th Annual Meeting, Seattle, Washington, May 1, 1991.

Resident Physicians' Views of the Risk of Contracting AIDS, poster presentation to the Society of General Internal Medicine 14th Annual Meeting, Seattle, Washington, May 2, 1991.

Do Attending and Resident Physician Practice Styles Explain Variations in Resource Use for General Medicine Inpatients at a University Teaching Hospital? The Joint Session of the Society of General Internal Medicine 14th Annual Meeting and the American Federation for Clinical Research Annual Meeting, Seattle, Washington, May 3, 1991.

Issues in Health Care Organization and Financing. Medical Scientist Track Retreat, University of Michigan Medical School, Higgins Lake, MI., 8/10/91.

The US Health Care System: Current Problems and Future Directions. American Medical Student Association Regional Convention, Ann Arbor, MI. October 9, 1991.

Data and the Internal Medicine House Officer: Evaluating a Residency Program's Research Requirement, Association of Program Directors in Internal Medicine 15th Annual Spring Meeting, San Diego, California, March 24, 1992.

The Health Care Climate in Michigan, Michigan Society of Internal Medicine Annual Meeting, Southfield, Michigan, April 25, 1992.

Survey Research. Society of General Internal Medicine 15th Annual Meeting, Washington, DC, April 29, 1992.

Implicit Quality Review of General Medicine Inpatients: Peering at Peer Review, Society of General Internal Medicine 15th Annual Meeting, Washington, DC, May 1, 1992.

An Evaluation of Generic Screens for Poor Quality Care on a General Medicine Ward, American Federation for Clinical Research Annual Meeting, Baltimore, Maryland, May 2, 1992.

Quality and Utilization Review: Are the Watchdogs Barking Up the Wrong Tree? Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI., 5/18/92.

Health Care Reform. Department of Sociology Lecture Series, University of Michigan, Ann Arbor, MI., 12/4/92.

Evaluation and Early Intervention with the HIV-Infected Patient, East Central AIDS Education and Training Center, Physician Education Seminar, Ann Arbor, Michigan, January 21, 1993.

Ambulatory Care of HIV-Infected Patient, East Central AIDS Education and Training Center, Physician Education Seminar, Ann Arbor, MI 1/21/93.

Controversies in the Care of Type II Diabetes. Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI, November 1, 1993.

Mortality Rates and Quality of Care, Robert Wood Johnson Clinical Scholars Program Annual Meeting, Fort Lauderdale, Florida, November 11, 1993.

Monitoring Hospital Quality, Blue Cross & Blue Shield Health Planning Group, Detroit, Michigan, January 13, 1994.

Quality Assessment: Who Is Doing It and How? Society of Hospital Epidemiology of America Meeting, New Orleans, Louisiana, March 20, 1994.

A Review of Quality and Utilization Review. Michigan Society of Internal Medicine Annual Meeting, Southfield, Michigan, April 16, 1994.

Developing and Administering Surveys. Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 28, 1994.

Resource Use for the Care of Diabetes in a Staff Model HMO: How Much do Individual Physician's Practice Patterns Vary? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 29, 1994.

Residents' evaluations of clinic attendings – What can be distinguished, and how much information is enough? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Resource use for the care of diabetes in a staff model HMO: How much do individual physicians' practice patterns vary? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Can mortality rates accurately identify poor quality hospitals? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Do resident selection committees recognize the most important applicant attributes? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Update on Survey Research Methodology, Special Presentation, Robert Wood Johnson Foundation Clinical Scholars Program National Meeting, Fort Lauderdale, FL, November 11, 1994.

Measuring and Improving Quality, Physician Management Institute, University of Michigan Medical School, Ann Arbor, MI., May 5. 1995.

Economic Analyses in the Care of Diabetes, Conference on the Care and Management of Diabetes, San Francisco, CA., July 20, 1995

Design and Conduct of Observational Outcomes Projects, NIH/AHCPR Outcomes Research in Otolaryngology Conference, Bethesda, Maryland, October 21, 1995.

Difficulties and Limitations of PORT Research, NIH/AHCPR Outcomes Research in Otolaryngology Conference, Bethesda, Maryland, October 22, 1995

Laboratory Testing and Quality, Medical State Medical Society Scientific Meeting, Lansing, Michigan, November 3, 1995.

Costs and Effectiveness of Insulin Therapy, VA Health Services Research & Development National Meeting, Washington, D.C. (Also presented at the Society of General Internal Medicine National Meeting in Washington, D.C., May 2, 1996)

The benefits of glycemic control in type II diabetes: a decision analysis. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

The costs and effectiveness of insulin therapy: results from the type II diabetes port. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

Developing a reliable global measure of faculty teaching performance. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

Physician Profiling - Uses & Abuses. Presented at the Blue Cross/Blue Shield Conference on "Physicians in Managed Care: New Skills and Values", Southfield, MI, April 26, 1997.

What every physician should know about physician report cards. Presented at the Catherine McCauley Research Day, Keynote Address. Ann Arbor, MI, April 30, 1997.

Outcomes Research, Visiting Professor, Case Western Reserve and the Cleveland VAMC, Department of Medicine, 1997.

Retinopathy screening in type 2 Diabetes: Are current recommendations justifiable, National Robert Wood Johnson Clinical Scholars Meeting, Ft. Lauderdale, Florida, November 1997.

Costs and Quality of Diabetes Care, Berlin University Diabetes Conference, Berlin, Germany, January 1998.

Resource use for the care of diabetes: The economic impact of physician practice variations in three practice settings, VA Health Services Research & Development Annual Meeting, Washington, D.C., February 1998 and Society of General Internal Medicine 21st Annual Meeting, Chicago, Illinois, April 1998.

Physician profiling for surgical procedures: policy and pitfalls, Michigan Vascular Surgery Meeting, Novi, Michigan, April 1998.

Diabetes Outcomes Research, Guest Speaker at the “State-of-the-Art Symposium” at the 34th European Association for the Study of Diabetes (EASD) Annual Meeting, Barcelona, Spain, September 1998.

Use of Models to Make Healthcare Policy Decisions: Treatment of Elderly Persons with Diabetes, Special Session, 59th Scientific Sessions, American Diabetes Association Meeting, San Diego, CA, June 22, 1999

2000 Ann Arbor Chamber of Commerce Leadership Health Day, “Improving Quality in the Next Century”, January 12, 2000.

American College of Physicians-American Society of Internal Medicine Annual Session, Philadelphia, PA, “Innovative Approaches to Managing Diabetes Care”, April 15, 2000.

American College of Physicians-American Society of Internal Medicine Annual Session, Philadelphia, PA, “What’s New in Evidence-Based Office Practice: An Update from the Society of General Internal Medicine”, April 14, 2000.

2nd Annual National VA Diabetes Symposium, Alexandria, VA, “Overview of Effectiveness and Priorities in Diabetic Care”, May 18, 2000.

Association for Health Services Research Annual Meeting, Los Angeles, CA, Department of Veterans Affairs: Research Agenda – The Quality Enhancement Research Initiative: Systematizing Into Action, June 25, 2000.

Visiting Faculty/Lecturer, Quality of Care Grand Rounds, University of California – San Francisco Medical School; “Cascade Iatrogenesis”; November 17, 2000.

VA Health Services Research Career Development Award Annual Meeting, Guest Speaker, “Choosing a Research Focus”, Washington, D.C., February 14, 2001.

Department of Veterans Affairs VISN 18 Research Forum, Guest Speaker, "Incorporating Health Economics and Quality in Health Services Research," Tucson, AZ, October 26, 2001.

"Patient Safety: The nature of the problem and promising approaches for improvement".
Medical Error Educational Symposium, Barnes-Jewish Medical Center. Washington
University, St. Louis, MO, November 3, 2001.

Department of Veterans Affairs QMIC Meeting, National Satellite Broadcast presentation
on Preventable Medical Errors, November 15, 2001.

Invited Speaker (Consultant), Diabetes Symposium, "Benefit of antihyperglycaemic
therapy to prevent microangiopathy – the importance to define specific therapeutic
goals", European Diabetes Association, Frankfurt, Germany, January 26, 2002.

Visiting Professor/Medical Grand Rounds, "Improving quality of care for chronic illness:
science, policy and politics", Dartmouth Hitchcock Medical Center, Lebanon, NH,
March 15, 2002.

Medical Grand Rounds, "How Dangerous Is US Medicine? Errors, Patient Safety,
and Opportunities for Quality Improvement", St. John Hospital and Medical Center,
Detroit, MI, May 21, 2002.

Visiting Professor/Grand Rounds, "Improving Diabetes Care", University of Miami
Medical Center, Miami, FL, May 23, 2002.

State-of-the-Evidence Symposium, "Evidence-Based Quality Improvement" 62nd
Scientific Session. National American Diabetes Association Meeting, San Francisco,
CA, June 17, 2002.

Visiting Professor & Medical Grand Rounds, 8th Frank De Trana, M.D., Memorial
Lecture, "How Dangerous is American Medicine? The Evidence & Politics of 'Patient
Safety'", University of Illinois, Chicago, IL, October 10, 2002

Invited Speaker, "Evidence-Based Quality Improvement", Institute for Clinical Systems
Improvement, Minneapolis, MN, December 19, 2002.

Medical Grand Rounds, "A New Paradigm for Using Clinical Trial Results to Inform
Clinical Practice", University of Michigan, January 10, 2003.

Greater Detroit Area Health Council 5th Annual Health Trends Conference, "An
Evidence-Based Approach to Measuring & Improving Health Care Quality and
Efficiency", Novi, Michigan, January 24, 2003.

Visiting Professor/Keynote Speaker, University of Iowa, Medical School Research Week,
"An Evidence-Based Approach to Monitoring & Improving Health Care Quality &
Efficiency"
Iowa City, Iowa, April 3-4, 2003.

Invited Speaker, HAP/Pfizer Fall Physician's Conference, "An Evidence-Based Approach to Improving Health Care Quality and Efficiency", Beverly Hills, MI, November 6, 2003.

Visiting Professor/Grand Rounds Speaker, University of Pittsburgh, Department of Medicine, "Improving Care for Diabetes: Epidemiological Insights & Clinical Priorities" Pittsburgh, PA, March 25-26, 2004.

Invited Speaker, Houston HSR&D Center of Excellence, "Improving Care of Chronic Medical Conditions: Measurement & Management", Houston, TX, May 20, 2004.

Grand Rounds Speaker, Vanderbilt University, Department of Medicine, "An Evidence-Based Approach to Improving Patient Outcomes: An Example", Nashville, TN, August 5, 2004.

Invited Speaker, First Annual Pathology Quality and Patient Safety Meeting, University of Pennsylvania Medical Center, "Improving Care for Diabetes: Epidemiological Insights and Clinical Priorities", Pittsburgh, PA, October 9, 2004.

Invited Speaker, Leadership Board Retreat, Lakeland Regional Health System, "The Dangers of Quality Improvement", St. Joseph, MI, October 17, 2004.

Invited Speaker, VA Cyber Seminar, "Quasi-Experimental Designs for Studying QI Interventions: Strengths & Pitfalls", Ann Arbor, MI, March 11, 2005.

Invited Speaker, VA National Research Week, Department of Veterans Affairs, "Quality Improvement via Quality Measurement", Washington, D.C., March 31, 2005.

Invited Speaker, 28th Annual CDC/DDT Conference 2005, "Translating Research Into Action (TRIAD)", Miami, FL, May 3, 2005.

Invited Speaker, VA Central Office Chief Medical Officer's Meeting (Joint Session with Chief Medical Officers and Quality management Officers), "Quality Improvement via Quality Measurement", Washington, D.C., June 15, 2005.

Grand Rounds Speaker, University of Michigan, Department of Internal Medicine, "A1c <7%, SBP <130, LDL <70: Extreme Recommendations Based on Extremely Bad Science", Ann Arbor, MI, July 1, 2005.

Grand Rounds Speaker, University of Michigan, Department of Cardiology, "LDL <70, A1c <7, BP <130/80: Interpreting & Misinterpreting the Evidence for Treatment Goals", Ann Arbor, MI, August 8, 2005.

Grand Rounds Speaker, West Los Angeles VA Medical Center, Department of Medicine, “Simply Wrong! Systematically Misinterpreting Clinical Trial Results”, Los Angeles, CA, September 21, 2005.

Visiting Professor, Duke Clinical Research Institute, “Risk-stratified Analyses of RCT’s”, Durham, North Carolina, June 6, 2006.

Visiting Professor, Leonard Davis Institute of Health Economics Research Seminar Series, University of Pennsylvania School of Medicine and the Wharton School, “Epidemiological Malpractice”. Philadelphia, Pennsylvania, September 8, 2006.

Invited Speaker, Quality Summit, Society of General Internal Medicine, “Measuring Optimal Care”, Boston, Massachusetts, September 29, 2006.

Visiting Professor, Society of Medical Decision Making Meeting Short Course, “Treatment Heterogeneity”, Cambridge, Massachusetts, October 15, 2006.

Invited Speaker, Center for Chronic Disease Outcomes Research Conference Presentation, “3 Ways to Improve the Reporting of Clinical Trials: Multivariable Stratification, Valid Cohort Analyses & Adjusted ITT”. Minneapolis, Minnesota, October 26, 2006.

Invited Speaker, VISON 23 2nd Annual Quality Conference, “Evidence-based Performance Measurement & Quality Improvement”. Minneapolis, Minnesota, October 27, 2006.

Grand Rounds Speaker, “LDL <70, BP <130/80 & A1c <7%: Tight Goals Based on Loose Science.” Cardiovascular Grand Rounds, St Joseph Mercy Health System, Ann Arbor, Michigan. April 24, 2007.

Invited Speaker, “Primary Care Field Advisory Committee Face to Face Meeting “Improving Patient Outcomes in VHA Primary Care: What is Most Important?” Denver, Colorado, June 4-5, 2007.

Invited Speaker, “Evidence-based Performance Measurement & Quality Improvement,” 5th Annual World Congress Leadership Summit on Healthcare Quality and Pay-for-Performance. Boston, Massachusetts, August 5, 2007.

Grand Rounds Speaker, “What Every Physician Should Know About Quality Measurement & Pay-for-Performance”, Medical Grand Rounds; and, “Evidence-based Performance Measurement”, Health Policy Research Seminar, Tufts University, Boston, September 7, 2007

Visiting Professor & Grand Rounds Speaker, “Evidence-based Medicine Redux: Using Evidence to Make Individualized Decisions with Patients”, Department of Internal Medicine, University of Alabama, Birmingham, AL, October 10, 2007.

Grand Rounds Speaker, “What Every Physician Should Know About Quality Measurement & Pay-for-Performance”, Medical Grand Rounds, St Joseph Hospital, Ann Arbor Michigan, October 17, 2007

Visiting Professor & Grand Rounds Speaker, “What Doctors Should Know About Pay-for-Performance”, Department of Internal Medicine, Northwestern University, Chicago, IL, November 6, 2007.

Visiting Professor & Grand Rounds Speaker, “The Darkside of Evidence-based Medicine: Two-dimensional Medicine in a Multi-Dimensional World”, Department of Internal Medicine, New York University, NY, March 26, 2008.

Invited speaker at American Heart Association Meeting, “The Future of Performance Measures: How Will They Drive Quality of Care?” Baltimore, Maryland, May 1, 2008.

Invited speaker at American Thoracic Society Meeting, “C4-How Do I Treat This Patient? Deciding What To Do (And Who to Believe)!” Toronto, Ontario, Canada, May 16, 2008.

Invited Speaker at the National Quality Forum’s Workshop, “Toward a Comprehensive Diabetes Measure Set: Value-Based Episodes of Care” Washington, DC, August 11, 2008.

Invited speaker at Advancing Quality Measurement Conference, VA Quality Enhancement Initiative, Washington DC, October 29-30, 2008.

Visiting Professor & Grand Rounds Speaker: Penn RWJ CSP Seminar, “Falling Into The Quality Chasm: Are the Quality & Patient Safety Movements Just Another Scam for Economically & Morally Bankrupting the Nation?”; Grand Rounds, “EBM Redux: Medical Decision-Making that Considers Both the Medical Evidence and the Individual Circumstances and Needs of the Patient,” Childrens Hospital of Philadelphia, January 29-30, 2009.

Parvin Visiting Professor, UCLA Department of Medicine: Medicine Grand Rounds: “Surrogates Gone Wild! The promiscuous and unsafe use of biomarkers (featuring LDL, A1c & SBP)”; UCLA Hospital Parvin lecture: “Falling into the Quality Chasm: What every healthcare professional should know about pay-for performance” Los Angeles, February 3-5, 2009.

Bibliography

Publications in Peer-Reviewed Journals

1. Hayward RA, Shapiro MF, Oye RK. Laboratory testing on cerebrospinal fluid: A reappraisal. *The Lancet* 1987; i:1-4.
2. Hayward RA, Shapiro MF, Freeman HE, Corey CR. Who gets screened for cervical and breast cancer? Results from a new national survey. *Arch Intern Med* 1988; 148:1177-1181.
3. Hayward RA, Shapiro MF, Freeman HE, Corey CR. Inequities in health services among insured Americans: Do working-age adults have less access than the elderly? *N Engl J Med* 1988; 318:1507-1512.
4. Hayward RA, Oye RK. Are polymorphonuclear leukocytes an abnormal finding in cerebrospinal fluid? Results from 225 normal cerebrospinal fluid specimens. *Arch Intern Med* 1988; 148:1623-1624.
5. Northfelt DW, Hayward RA, Shapiro MF. The acquired immunodeficiency syndrome is a primary care disease. *Annals of Internal Medicine* 1988; 109:773-775. (Editorial)
6. Hayward RA, Meetz HK, Shapiro MF, Freeman HE. Utilization of dental services: 1986 patterns and trends. *Journal of Public Health Dentistry* 1989; 49:147-152.
7. Shapiro MF, Hayward RA, Freeman HE, Corey CR. Out-of-pocket payments and use of care for serious and minor symptoms. *Arch Intern Med* 1989; 149:1645-1648.
8. Wood DL, Hayward RA, Corey CR, Freeman HE, Shapiro MF. Access to medical care for children and adolescents in the United States. *Pediatrics* 1990; 86:666-673.
9. Hayward RA, Bernard AM, Freeman HE, Corey CR. Regular source of ambulatory care and access to health services. *Am J Public Health* 1991; 81:434-438.
10. Hayward RA, Shapiro MF. A national study of AIDS and residency training: Experiences, concerns, and consequences. *Annals of Internal Medicine* 1991; 114:23-32.
11. Hayward RA, Kravitz RL, Shapiro MF. Program directors' attitudes towards residents' care of patients who have AIDS. *J Gen Intern Med* 1991; 6:18-26.
12. Hayward RA, Kravitz RL, Shapiro MF. The U.S. and Canadian health care systems: Views of resident physicians. *Annals of Internal Medicine* 1991; 115:308-314.

13. Safavi KT, Hayward RA. Choosing between apples and apples: Physicians' choices of prescription drugs that have similar side effects and efficacies. *J Gen Intern Med* 1992; 7:32-37.
14. McMahon LF, Hayward RA, Bernard AM, Rosevear JS, Weissfeld LA. APACHE-L: A new severity of illness adjuster for inpatient medical care. *Medical Care* 1992; 30:445-452.
15. Shapiro MF, Hayward RA, Guillemot D, Jayle D. Residents' experiences in, and attitudes toward, the care of persons with AIDS in Canada, France, and the United States. *JAMA* 1992; 268:510-515.
16. Hayward RA, Weissfeld JL. Coming to terms with the era of AIDS: Attitudes of physicians in U.S. residency programs. *J Gen Intern Med* 1993; 8:10-18.
17. Hayward RA, Taweel F. Data and the internal medicine houseofficer: Alumni's views of the educational value of a residency program's research requirement. *J Gen Intern Med* 1993; 8:140-142.
18. Hayward RA, McMahon LF, Bernard AM. Evaluating the care of general medicine inpatients: How good is implicit review? *Annals of Internal Medicine* 1993; 118:550-556.
19. Bernard AM, Hayward RA, Rosevear JS, McMahon LF. Gender and hospital resource use: Unexpected differences. *Evaluation and the Health Professions* 1993; 16:177-189.
20. Hayward RA, Bernard AM, Rosevear JS, Anderson JE, McMahon LF. An evaluation of generic screens for poor quality of hospital care on a general medicine service. *Med Care* 1993; 31:394-402.
21. McMahon LF, Eward AM, Bernard AM, Hayward RA, Billi JE, Rosevear JS, Southwell D. The Integrated Inpatient Management Model's Clinical Management Information System. *Hospital & Health Services Administration* 1994; 39:81-92.
22. Hayward RA, Manning WG, McMahon LF, Bernard AM. Do attending or resident practice styles account for variations in hospital resource use? *Medical Care* 1994; 32:788-794.
23. Goold SD, Hofer T, Zimmerman M, Hayward RA. Measuring physician attitudes toward cost, uncertainty, malpractice, and utilization review. *Journal of General Internal Medicine* 1994; 9:544-549.

24. Guillemot D, Hayward RA, Jayle D, Mistralet L, Clavel T, Meunier C, Shapiro MF. Les internes en médecine face au Sida: Perceptions et attitudes dans 3 régions françaises. *Rev. Epidém. et Santé Publ.* 1994; 42:548-556.
25. Peters AL, McCulloch DK, Hayward RA, Deraco MR, Morrison AD. Case one: Too little too late-delayed diagnosis of NIDDM. *Journal of Clinical Outcomes Management* 1994;1:9-26.
26. Hofer T, Hayward RA, Can early re-admission rates accurately detect poor-quality hospitals? *Medical Care* 1995; 33:234-245
27. Bernard AM, Hayward RA, Anderson JE, Rosevear JS, McMahon LF. The integrated inpatient management model: Results of an intervention to manage care. *Medical Care* 1995;33:663-675.
28. Fine PL, Hayward RA. Do the criteria of resident selection committees predict residents' performances? *Academic Medicine* 1995;70:834-838.
29. Hayward RA, Williams BC, Gruppen LD, Rosenbaum BA. Measuring attending physician performance in a general medicine outpatient clinic. *JGIM* 1995;10:504-509.
30. Chernew M, Hayward RA, Scanlon D. Managed care and open heart surgery facilities in California. *Health Affairs* 1996;15(1):191-201.
31. Bernard AM, Hayward RA, Rosevear J, Chun H, McMahon LF. Comparing the hospitalizations of transfer and non-transfer patients in an academic medical center. *Academic Medicine* 1996;71:262-266
32. Hofer T, Hayward RA. Identifying poor quality hospitals: Can hospital mortality rates detect problems for medical diagnoses? *Medical Care* 1996;34:737-753.
33. Vijan S., Hofer T, Hayward RA. Estimated benefits of glycemic control in microvascular complications in Type 2 diabetes. *Annals of Internal Medicine* 1997; 127(9):788-795.
34. Hayward RA, Manning W, Kaplan S, Wagner E, Greenfield S. Starting insulin therapy in patients with type 2 diabetes: Effectiveness, complications, and resource utilization. *JAMA* 1997;278:1663-1669.
35. Hofer TP, Bernstein SJ, Hayward RA. Validating quality indicators for hospital care. *Joint Commission Journal on Quality Improvement* 1997; 23(9):455-647.
36. Chung KC, Kalliainen L, Hayward RA. Type II (beta) errors in the hand literature: the importance of power. *The Journal of Hand Surgery* 1998; 23A:20-25.

37. Zemencuk JC, Feightner JW, Hayward RA, Skarupski KA, Katz SJ. Patients' desires and expectations for medical care in primary care clinics. *Journal of General Internal Medicine* 1998; 13(4):273-276.
38. Chernew M, Scanlon D, Hayward RA. Insurance type and choice of hospital for coronary artery bypass graft surgery. *HSR: Health Services Research* 1998; 33(3):447-466.
39. Chung KC, Pillsbury M, Walters M, Hayward RA. Reliability and validity testing of the Michigan Hand Outcomes Questionnaire. *Journal of Hand Surgery* 1998; 23(4):575-587.
40. Gordon JA, An LC, Hayward RA, Williams BC. Initial emergency department diagnosis and return visits: Risk versus perception. *Annals of Emerg Med* 1998; 32:5; 569-573.
41. Zemencuk JC, Hayward RA, Skarupski KA, Katz SJ. Patients desires and expectations for medical care: A challenge to improving patient satisfaction. *American Journal of Medical Quality* 1999; 14(1):21-27.
42. Hofer TP, Hayward RA, Greenfield S, Wagner EH, Kaplan SH, Manning WG. The un-reliability of individual physician "Report Cards" for assessing chronic disease costs and quality. *JAMA* 1999; 281: 2098-2105.
43. Chung KC, Hamill JB, Walters MR, Hayward RA. The Michigan Hand Outcomes Questionnaire (MHQ): assessment of responsiveness to clinical change. *Ann Plast Surg.* 1999; 42(6):619-22.
44. Vijan S, Kent DM, Hayward RA. Are randomized controlled trials sufficient evidence to guide clinical practice in type 2 (non-insulin dependent) diabetes mellitus? *Diabetologia* 2000 Jan; 43(1):125-130.
45. Vijan S, Hofer, TP, Hayward RA. Cost-utility analysis of screening intervals for diabetic retinopathy in patients with type 2 diabetes mellitus. *JAMA* 2000 Feb 16; 283:889-896
46. Hofer TP, Bernstein SJ, DeMonner S, Hayward, RA. Discussion between reviewers does not improve reliability of peer review of hospital quality. *Medical Care* 2000 Feb; 38:152-161.
47. Krein, S.L., Hayward, R.A., Pogach, L., Bootsmiller, B.J. Department of Veterans Affairs' Quality Enhancement Research Initiative for Diabetes Mellitus. *Med Care.* 2000 Jun; 38 (6 Suppl 1):I38-48.

48. Hofer TP, Vijan S and Hayward RA. Estimating the microvascular benefits of screening for Type 2 Diabetes Mellitus. *Int J Technol Assess in Health Care*. Summer 2000; 16(3):822-833.
49. Render ML, Lott JK, Finley J., Janz T, Weinberger M, Hayward R, Welsh D, Hofer TP. Automated computerized intensive care unit severity of illness measure in the Department of Veterans Affairs: preliminary results. *SISVistA Investigators. Scrutiny of ICU Severity Veterans Health Systems Technology Architecture. Crit Care Med*. 2000 Oct; 28(10):3540-6.
50. Hofer TP, Kerr EA and Hayward RA. What is an error? *Eff Clin Pract*. 2000 Nov-2000 Dec 31, 3(6):261-269.
51. Glasgow RE, Hiss RG, Anderson RM, Friedman NM, Hayward RA, Marrero DG, Taylor CB and Vinicor F. Report of the health care delivery work group: behavioral research related to the establishment of a chronic disease model for diabetes care. *Diabetes Care* 2001 Jan; 24(1):124-30.
52. Zemencuk JK, Hayward RA and Katz SJ. The benefits of, controversies surrounding, and professional recommendations for routine PSA testing: what do men believe? *Am J Med* 2001 Mar; 110(4):309-313.
53. Rosenberg AL, Hofer TP, Hayward RA, Strachan C and Watts CM. Who bounces back? Physiologic and other predictors of intensive care unit readmission. *Crit Care Med* 2001 Mar; 29(3):511-8.
54. Gordon JA, Chudnofsky CR and Hayward RA. Where health and welfare meet: social deprivation among patients in the emergency department. *J Urban Health* 2001 Mar; 78(1):104-11.
55. Asplin BR, Copps S, DeFor TA, Hayward RA and Goold SD. Appropriateness and payment decisions about emergency department use: who decides? *Acad Emerg Med* 2001 May; 8(5):480-1.
56. Hayward RA, Hofer TP. Estimating hospital deaths due to medical errors: Preventability is in the eye of the reviewer. *JAMA*. 2001 Jul 25 286(4):415-420.
57. Kerr EA, Krein SL, Vijan S, Hofer TP and Hayward RA. Avoiding pitfalls in chronic disease quality measurement: A case for the next generation of technical quality measures. *Am J Manag Care*. 2001 Nov; 7(11):1033-1043.
58. Vijan S, Hwang E, Hofer TP, Hayward RA. Which colon cancer screening test? A comparison of costs, effectiveness, and compliance. *Am J Med* 2001 Dec.; 111(8):593-601.

59. Alderman AK, Chung KC, DeMonner S, Spilson SV, Hayward RA. Large area variations in the surgical management of the rheumatoid hand. *Surgical Forum*. 2001, Volume LII:479-481.
60. Hollenbeck BK, Lipp ER, Hayward RA, Montie JE, Schottenfeld D, and Wei JT. Concurrent assessment of obstructive/irritative urinary symptoms and incontinence after radical prostatectomy. *Urology* 2002 Mar; 59(3):389-93
61. Langa KM, Vijan S, Hayward RA, Chernew M, Blaum C, Kabeto M, Weir D, Katz S, Willis R, Fendrick AM. Informal caregiving for diabetes and diabetic complications among elderly Americans. *J Gerontol B Psychol Sci Soc Sci*. 2002 May 1; 57(3):S177-S186.
62. Axelrod DA, Upchurch GR Jr, DeMonner S, Stanley JC, Khuri S, Daley J, Henderson WG, Hayward RA. Perioperative cardiovascular risk stratification of patients with diabetes who undergo elective major vascular surgery. *J Vasc Surg* 2002 May;35(5):894-901.
63. Heisler M, Bouknight RR, Hayward RA, Smith DM, Kerr EA. The relative importance of physician communication, participatory decision making, and patient understanding in diabetes self-management. *J Gen Intern Med*. 2002 April;17(4):243-252.
64. Kent DM, Hayward RA, Griffith JL, Vijan S, Beshansky J, Califf RM, Selker HP. An independently derived and validated predictive model for selecting patients with myocardial infarction who are likely to benefit from tissue plasminogen activator compared with streptokinase. *Am J Med* 2002 Jul;113(2):104-11
65. Hofer TP, Hayward RA. Are bad outcomes from questionable clinical decisions preventable medical errors? A case of Cascade Iatrogenesis. *Ann Intern Med* 2002 Sept.;137(5 Part 1):327-33
66. Kerr EA, Smith DM, Hogan MM, Krein SL, Pogach LM, Hofer TP, Hayward RA. Comparing clinical automated, medical record, and hybrid data sources for diabetes quality measures. *Jt Comm J Qual Improv* 2002 Oct; 28(10):555-65.
67. Alderman AK, Chung KC, Demonner S, Spilson SV, Hayward RA. The rheumatoid hand: A predictable disease with unpredictable surgical practice patterns. *Arthritis Rheum* 2002 Oct.; 47(5):537-42.
68. Krein SL, Hofer TP, Kerr EA and Hayward RA. Whom should we profile? Examining diabetes care practice variation among primary care providers, provider groups and healthcare facilities. *Health Serv Res*; 2002 Oct;37(5):1159-80.

69. Heisler M, DeMonner S, Billi JE, Hayward RA. Medicaid managed care: are academic medical centers penalized by attracting patients with high-cost conditions? *Am Journal Manage Care* 2003 Jan; 9(1):19-29.
70. Heisler M, Smith DM, Hayward RA, Krein SL, Kerr EA. How well do patients' assessments of their diabetes self-management correlate with actual glycemic control and receipt of recommended diabetes services? *Diabetes Care* 2003 Mar; 26(3):738-42.
71. Vijan S, Hayward RA. Treatment of hypertension in type 2 diabetes: Blood pressure goals, choice of agents, and setting priorities in diabetes care. *Annals of Internal Medicine* 2003 Apr 1; 138(7):593-602.
72. Rosenberg AL, Hofer TP, Strachan C, Watts CM and Hayward RA. Accepting critically ill transfer patients: Adverse effect on a referral center's outcome and benchmark measures. *Annals of Internal Medicine* 2003 Jun 3; 138(11):882-90.
73. Kerr EA, Smith DM, Kaplan SH, Hayward RA. The association between three different measures of health status and satisfaction among patients with diabetes. *Medical Care Res Rev* 2003 Jun;60(2):158-77
74. Howell J, Hayward RA. Writing Willowbrook, Reading Willowbrook: The Recounting of a Medical Experiment (Chapter 8). In: Goodman J and Marks L, eds. *Useful Bodies: Humans in the Service of Medical Science in the Twentieth Century*. Baltimore: Johns Hopkins Press 2003
75. Saint S, Zemencuk JK, Hayward RA, Golin CE, Konrad TR, Linser M. What effect does increasing inpatient time have on outpatient-oriented internist satisfaction? *Journal of General Internal Medicine* 2003 Sep; 18(9):725-9
76. Kerr EA, Smith DM, Hogan MH, Hofer TP, Krein SL, Berman M, Hayward RA. Building a better quality measure: are some patients with "poor quality" actually getting good care? *Medical Care* 2003 Oct; 41(10):1173-82
77. Heisler M, Smith DM, Hayward RA, Krein SL, Kerr EA. Racial disparities in diabetes care processes, outcomes and treatment intensity. *Medical Care* 2003 Nov; 41(11):1221-32
78. Vijan S and Hayward RA. Pharmacologic lipid-lowering therapy in type 2 diabetes mellitus: Background paper for the American College of Physicians. *Ann Intern Med* 2004 Apr 20; 140(8):650-8.
79. Hayward RA, Kerr EA, Krein S and Hofer TP. Quality improvement initiatives: Issues in moving from diabetes guidelines to policy. *Diabetes Care* 2004 May; 27 Suppl 2:B54-60.

80. Hofer TP, Asch SM, Hayward RA, Rubenstein LV, Hogan MM, Adams J, Kerr EM. Profiling quality of care: is there a role for peer review? *BMC Health Serv Res.* 2004 May 19; 4(1):9.
81. Krein SL, Klamerus ML, Vijan S, Lee J, Fitzgerald JT, Pawlow A, Reeves P, Hayward RA. Case management for patients with poorly controlled diabetes: A randomized trial. *Am J Med* 2004 Jun 1; 116(11):732-9.
82. Hofer TP, Zemencuk JK, Hayward RA. When there's too much to do: How practicing physicians prioritize among recommended interventions. *J Gen Intern Med*, 2004 Jun; 19(6):646-53.
83. Vijan, S, Inadomi J, Hayward RA, Hofer TP, Fendrick AM. Projections of demand and capacity for colonoscopy related to increasing rates of colorectal cancer screening in the US. *Alimentary Pharmaceuticals and Therapeutics* 2004 August 20; 507-515.
84. Kent DM, Vijan S, Hayward RA, Griffith JL, Beshansky J, Selker HP. Tissue plasminogen activator was cost-effective compared to streptokinase in only selected patients with acute myocardial infarction. *J Clin Epidemiol*, 2004 Aug;57(8):843-52.
85. Richardson CR, Kriska AM, Lantz PM, Hayward RA. Physical activity and mortality across cardiovascular disease risk groups. *Med. Sci. Sports Exerc.*, 2004 Nov; 36(11):1923-9.
86. Vijan S, Hayward RA, Langa KM. The impact of diabetes on work-force participation: results from a national household sample. *Health Services Research* 2004 Dec, 39(6 Pt 1):1653-69.
87. Asch SM, McGlynn EA, Hogan MM, Hayward RA, Shekelle P, Rubenstein L, Keeseey J, Adams J, Kerr EA. Comparison of quality of care for patients in the Veterans Health Administration and patients in a national sample. *Ann Intern Med.* 2004 Dec 21;141(12):938-45.
88. Vijan S, Stuart NS, Fitzgerald JT, Hayward RA, Ronis D, Slater S and Hofer TP. Barriers to following dietary recommendations in Type 2 diabetes. *Diabet Med*, 2005 Jan; 22(1):32-8.
89. Curtin CM, Hayward RA, Kim HM, Gater DR and Chung KC. Physician perceptions of upper extremity reconstruction for the person with tetraplegia. *J Hand Surg [Am]*, 2005 Jan; 30(1):87-93.

90. Choe HM, Mitrovich S, Dubay D, Hayward RA, Krein SL, Vijan S. Proactive case management of high-risk patients with type 2 diabetes by a clinical pharmacist: A randomized controlled trial. *Am J Manag Care*. 2005 Apr;11(4):253-60.
91. Hayward RA, Cowan C, Giri V, Lawrence M, Makki F. Causes of preventable visual loss in Type 2 diabetes mellitus: an evaluation of suboptimally-timed retinal photocoagulation. *J Gen Intern Med*, 2005 May; 20:467-469.
92. Chan P and Hayward RA. Mortality Reduction by Implantable Cardioverter-defibrillators in High-Risk Patients with Heart Failure, Ischemic Heart Disease, and New-onset Ventricular Arrhythmia: An Effectiveness Study. *J Am Coll Cardiol*, 2005 May; 45(9):1474-81.
93. Vijan S, Hayward RA, Ronis DL, Hofer TP. Brief report: The burden of diabetes therapy: Implications for the design of effective patient-centered treatment regimens. *J Gen Intern Med*. 2005 May; 20(5):479-82.
94. Hayward RA, Asch SM, Hogan MM, Hofer TP, Kerr EA. Sins of omission: getting too little medical care may be the greatest threat to patient safety. *J Gen Intern Med*, 2005 Aug; 20(8):686-91.
95. McMahon LF, Hayward RA, Saint S, Chernew M, Fendrick AM. Univariate solutions in a multivariate world: can we afford to practice as in the “good old days”? *Am Jnl Managed Care*, 2005 Aug 11(8):473-76. (Editorial)
96. Patel UD, Young EW, Ojo AO, Hayward RA. CKD progression and mortality among older patients with diabetes. *Am J Kidney Dis*. 2005 Sep; 46(3):406-14
97. Hayward RA, Kent DM, Vijan S, Hofer TP. Reporting clinical trial results to inform clinical providers, payers and consumers: The need to examine benefits for lower vs. higher risk patients. *Health Affairs* 2005 Nov-Dec;24(6):1571-81
98. Zemencuk JK, Hofer TP, Hayward RA, Moseley RH, Saint S. What effect does physician “profiling” have on inpatient physician satisfaction and hospital length of stay? *BMC Health Serv Res*. 2006 Apr 13;6:18
99. Hayward RA, Kent DM, Vijan S, Hofer, TP. Multivariable risk prediction can greatly enhance the statistical power of clinical trial subgroup analysis. *BMC Medical Research Methodology*, 2006 Apr 13;6:18. PMID: 16613605
99. Richmond TK, Hayward RA, Gahagan S, Field AE, Heisler M. Can school income and racial/ethnic composition explain the racial/ethnic disparity in adolescent physical activity participation? *Pediatrics*. 2006 Jun; 117(6):2158-66

100. Hayward RA, Hofer TP, Vijan S. Narrative review: lack of evidence for recommended low-density lipoprotein treatment targets: a solvable problem. *Ann Intern Med.* 2006 Oct 3;194(7):520-30
102. Chan PS, Chow T, Kereiakes D, Schloss EJ, Waller T, Eagle K, Hayward RA, Vijan S. Effectiveness of implantable cardioverter-defibrillators in patients with ischemic heart disease and left ventricular dysfunction. *Arch Intern Med.* 2006 Nov 13; 166(20):2228-33.
103. Hayward RA, Heisler M, Adams J, Dudley RA, Hofer TP. Overestimating outcome rates: Statistical estimation when reliability is suboptimal. *Health Serv Res* 2007 Aug; 42(4):1718-38.
104. Damschroder LJ, Pritts JL, Neblo MA, Kalarickal RJ, Creswell JW, Hayward RA. Patients, privacy and trust: patients' willingness to allow researchers to access their medical records. *Soc Sci Med.* 2007 Jan; 64(1):223-35.
105. Kerr EA, Hofer TP, Hayward RA, Adams J, Hogan MM, McGlynn EA, Asch SM. Quality by any other name?: A comparison of three measurement systems for assessing health care quality. *Health Serv Res* 2007 Oct; 42(5):2070-2087.
106. Kent DM, Jafar TH, Hayward RA, Tighiouart H, Landa M, de Jong P, de Zeeuw D, Remuzzi G, Kamper AL, Levey AS. Progression risk, urinary protein excretion, and treatment effects of Angiotensin-converting enzyme inhibitors in non-diabetic kidney disease. *J Am Soc Nephrol.* 2007 Jun; 18(6):1959-65.
107. Hayward RA. All-or-nothing treatment targets make bad performance measures. *Am J Manag Care.* 2007 Mar; 13(3):126-8. (Editorial)
108. Hayward RA. Performance measurement in search of a path. *N Engl J Med.* 2007 Mar 1; 356(9):951-3. (Editorial)
109. Keeton K, Fenner DE, Hayward RA. Predictors of physician career satisfaction, work-life balance and burnout. *Obstet Gynecol.* 2007 Apr; 109(4):949-55.
110. Paul Chan P, Nallamotheu BK, Gurm HS, Hayward RA, Vijan S. Incremental benefit and cost-effectiveness of high-dose statin therapy in high-risk patients with coronary artery disease. *Circulation.* 2007 May 8; 115(18):2398-409.
111. Keeton K, Hayward RA. Pregnancy intention and birth outcomes: does the relationship differ by age or race? *J Womens Health (Larchmt).* 2007 May; 16(4):510-6.

112. Heisler M, Faul JD, Hayward RA, Langa KM, Blaum C, Weir D. Mechanisms for racial and ethnic disparities in glycemic control in middle-aged and older Americans in the Health and Retirement Study. *Arch Intern Med* 2007 Sep 24; 167(17):1853-60.
113. McMahon LF Jr, Hofer TP, Hayward RA. Physician-level P4P--DOA? Can quality-based payment be resuscitated? *Am J Manag Care*. 2007 May; 13(5):233-6. (Commentary)
114. Gold KJ, Dalton VK, Schwenk TL, Hayward RA. What causes pregnancy loss? Preexisting mental illness as an independent risk factor. *Gen Hosp Psychiatry*. 2007 May-Jun; 29(3):207-13.
115. Kent DM, Hayward RA. Limitations of applying summary results of clinical trials to individual patients: the need for risk stratification. *JAMA* 2007 Sep 12; 298(10):1029-12.
116. Heisler M, Cole I, Weir D, Kerr EA, Hayward RA. Does physician communication influence older patients' diabetes self-management and glycemic control? Results from the Health and Retirement Study (HRS). *J Gerontol A Biol Sci Med Sci*. 2007 Dec;62(12):1435-42.
117. Krein SL, Bernstein SJ, Fletcher CE, Makki F, Goldzweig CL, Watts B, Vijan S, Hayward RA. Improving eye care for veterans with diabetes: An example of using the QUERI steps to move from evidence to implementation: QUERI Series. *Implement Sci*. 2008 Mar 19;3:18.
118. Hayward RA. Access to clinically-detailed patient information: a fundamental element for improving the efficiency and quality of healthcare. *Med Care*. 2008 Mar;46(3):229-31. (Editorial)
119. Gold KJ, Kuznia AL, Hayward RA. "How physicians cope when a baby dies: a national survey of obstetricians," *Obstetrics & Gynecology* 2008 Vol. 112, issue 1, pages 29-34.
120. Kent DM, Alsheikh-Ali A, Hayward RA. Competing risk and heterogeneity of treatment effect in clinical trials. *Trials*. 2008 May 22;9:30. PMID: 18498644
121. Newton MF, Keirns CC, Cunningham R, Hayward RA, Stanley R. Uninsured adults presenting to US emergency departments: assumptions vs data. *JAMA*. 2008 Oct 22;300(16):1914-24. PMID: 18940978

122. Nallamothu BK, Hayward RA, Bates ER. Beyond the randomized clinical trial: the role of effectiveness studies in evaluating cardiovascular therapies. *Circulation*. 2008 Sep 16;118(12):1294-303. PMID: 18794402 (Review)
123. Hayward RA, Kent DM. 6 EZ steps to improving your performance: (or how to make P4P pay 4U!). *JAMA*. 2008 Jul 16;300(3):255-6. PMID: 18632535 (Commentary)
124. Volk M, Lok A, Pelletier S, Ubel P, Hayward RA. Impact of the Model for End-Stage Liver Disease Allocation Policy on the Use of High-Risk Organs for Liver Transplantation. *Gastroenterology* 2008;135:1568-1574
125. Zulman D, Vijan S, Omenn G, Hayward RA. The Relative Merits of Population-Based and Targeted Prevention Strategies. *The Milbank Quarterly*, Vol. 86, No. 4, 2008 557-580
126. Duckworth W, Abraira C, Moritz T, Reda D, Emanuele N, Reaven PD, Zieve FJ, Marks J, Davis SN, Hayward R, Warren SR, Goldman S, McCarren M, Vitek ME, Henderson WG, Huang GD; VADT Investigators. Glucose control and vascular complications in veterans with type 2 diabetes. *N Engl J Med*. 2009 Jan 8;360(2):129-39. Epub 2008 Dec 17. PMID: 19092145